

DRAFT:CEB:d1c
22 March 1956

MEMORANDUM FOR: DD/S Office Heads

SUBJECT : Work Scheduling and Reporting

1. One of the essentials of good administrative practice is a systematic and orderly schedule for completing work assigned, whether assigned specifically by higher authority or generally as a part of one's functional responsibilities in the organization. Too often our approach to our job is simply to take care of first those things that come to our desks daily and let the larger and perhaps more difficult tasks wait until there is more time or nothing else to do. The basic objection to this approach is that the time does not come when there is nothing else to do; as a result, many of our important jobs are postponed from month to month and eventually have to be done on a crash basis, which often times means they are poorly done.

2. One way to correct this situation is to develop a plan for completing assigned work so that each job gets scheduled for completion according to its relative importance and urgency. A planned work program has other advantages. It provides the Division Chiefs for their Division, the Office Head for his Office as a whole, and my office with a record of what the workload is at a given time and when various jobs are completed. It makes unnecessary the maintenance of an elaborate suspense-date system and is superior in my opinion

since to a large extent it allows each Office Head and Staff Chief to propose his own work program.

3. I should like each Staff Chief and Office Head to prepare a Work Plan for his unit. The plan should be a catalogue of the major jobs which the Office or Staff expects to complete during the period. It should not cover routinely assigned tasks nor in any fashion attempt to reflect the day-to-day activities. To assist you in preparing these plans I have drawn up a format. To make it illustrative I have used the Office of Personnel with examples included. Please note that provision is made for an Annex, designed primarily for the listing of periodic reports required on a recurring basis. This Annex can also be used to record any other recurring task which in the opinion of the Office Head should be included.

4. While it may be desirable to allow some flexibility, the plan should project itself at least six months into the future. A brief progress report, using the Work Plan as a frame of reference, should be submitted at the end of each month. Necessary revisions including addition of new tasks and changes in due dates should also be reported.

5. There no doubt are certain kinks in this proposal which will have to worked out. I believe you will find, however, that if we can develop a simple and uniform system for planning and scheduling our work considerable time will be saved in the long run. Equally important the quality of our work will be improved.

6. Your first Work Plan should be submitted by _____.

L. K. WHITE
Deputy Director
(Support)